

Mercury

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May 17, 2017

Dr. Tom Enders, CEO
Airbus Group SE
Mendelweg 30
2333 CS Leiden
The Netherlands

Re: Airbus/Mercury agreement

Dear Dr. Enders:

I write to you seeking your help and assistance in your executive capacity as the Chief Executive Officer of Airbus Group SE. I am the Chief Executive Officer of Mercury Public Affairs LLC—a wholly owned subsidiary of Omnicom Group, Inc. Airbus and Mercury have had a good and productive relationship related to government affairs and communication services provided by my company to yours, and we appreciate the opportunity to work with you.

An unfortunate situation has developed between your company and mine--- and I am confident that you and I can address it in a straightforward and businesslike manner that will be acceptable to us both.

As you may know, Airbus previously engaged Mercury to perform strategic government affairs and communications services. We worked closely with Airbus, and dedicated a great deal of time and work to those efforts. We did a professional job for you, as you would expect, and Airbus accepted the services and was complimentary about our work. Additionally, we prepared invoices as instructed and directed by Airbus, and forwarded the invoices to Airbus Defence and Space SA in Madrid, Spain, as requested. The last invoice was sent December 4, 2015.

Since that time, we have not been paid anything on the account, and our invoices remain due and unpaid. As a businessman, I am sure that you can understand our concern.

We have been assured on several occasions that payment is forthcoming—and we sincerely appreciate that commitment. However, as of today's date, that commitment and promise by Airbus has not been kept and no payment has been received—even in part.

I am aware of the unfortunate challenges facing you and your company concerning various compliance issues, and I sincerely hope that those matters are addressed quickly and resolved to your complete satisfaction.



If there is any way that Mercury can assist you in those efforts, please let me know—we would be pleased to help. Our company is composed of a number of people who work regularly at the highest levels of domestic and international government, politics, elections, communications, etc.

In fact, we have a former US Senator on our team, along with three former Members of the US House of Representatives. These individuals, and other Mercury individuals who are former high level legislative and executive staff in the US government, are on Capitol Hill and within the Administration daily—speaking directly to elected officials and staff in the US Congress and the White House. Both our professional and personal relationships could prove valuable to you.

In the interim, any help that you could provide to me concerning the invoices would be greatly appreciated and considered a personal favor. As a businessman, I understand fully your need to audit your accounts under the present circumstances. We have provided to Airbus all information requested, have met with your team on several occasions, and have been tremendously patient. Per the terms of our own review, there has been absolutely no allegation of impropriety concerning your Mercury account. While the amount due of approximately \$171,000 USD is likely insignificant to Airbus, I think that you can understand that it is substantial to us.

If you will merely provide to me your personal assurance that this account will be paid in full, and provide some sort of timeframe, that would be enough for me. If possible, I would appreciate an initial partial payment of some kind.

I should point out that over time your attorneys have been in contact with our general counsel concerning payment of this debt. Those attorneys have been responsive and professional—but payment never materializes, and we receive almost no specific information. My thought is that we can avoid the use of attorneys and merely handle this matter fairly and expeditiously between two businessmen. I think that you will agree.

Thank you for your time in reviewing this matter. I look forward to your response and to concluding this situation in a way that is satisfactory to both of us. As stated above, we stand ready to assist you at any time concerning current or future challenges.

With kindest regards,

Kieran Mahoney - CEO

AIRBUS

DEFENCE AND SPACE

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25 July 2017

BY COURIER

Termination of Representation

Dear Mr. Mahoney,

Thank you for your letter to Tom Enders dated May 17th, 2017.

We recognize the relationship you have had with Airbus and its divisions. We and our outside advisors have worked very hard to determine whether our relationship and the related compensation you claim are consistent with our policies and procedures and international norms regarding the due diligence, documentation, and transparency required for relationships with third parties.

We regret to confirm in writing that we cannot continue any relationship with you, and cannot release payment to you, consistent with our policies, our procedures, and international norms. As we have explained, our ability to continue business with you and to pay you depended ultimately on our ability to reach a successful outcome of our supplemental and enhanced due diligence review of our relationship with you, which we have undertaken with the assistance of legal and forensic advisors. As you are aware, we have also publicly disclosed criminal investigations by the U.K. Serious Fraud Office and France's *Parquet National Financier* into the use of third-party agents in our commercial aviation business, circumstances the required strict adherence to our due diligence policies and procedures.

Accordingly, please cease and desist from any ongoing representation of Airbus or any Airbus division or subsidiary in any capacity. You are not authorized to provide any services for or on behalf of Airbus or its divisions or subsidiaries, or hold yourself out as having any affiliation whatsoever with Airbus or its divisions or subsidiaries.

Again, we regret that this is our decision, but we confirm its finality.

Sincerely,



Pedro Antonio Blanco Manchado
Head of Legal Military Aircraft
Airbus Defence and Space



Massimo Cavalcanti
Head of Commercial & Contract Military Aircraft
Airbus Defence and Space

c.c. Tom Enders, CEO Airbus
John Harrison, General Counsel Airbus
Andreas Riecker, General Counsel Airbus Defence and Space
Frank Schmidt, Head of Ethics and Compliance Airbus Defence and Space